

**RECRUITMENT & SELECTION & ITS IMPACT ON ORGANIZATIONAL
PRODUCTIVITY**

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Abstract

From last too many years or decade the companies are more concentrating on the human resource as capital because they are the most valuable and most precious assets. During the recruitment of the candidates the organizations has to clear roadmap & map cautiously the available manpower because they only construct the competitive improvement & advantage for the organizations. The recruitment works as a logistic of human resource capital for several organizations. Business organizations are making efforts to become more advance by modern recruiting and selection methods due to the entry of multinational companies & immense competition. The superlative or talented human capital availability in organizations brands them competitive advantage and as well as they become the real life line of the organizations. This research analysis the review of literature for recruitment and selection procedures followed at organizations. The research was done using both primary and secondary data. Primary data was collected from 300 employees using questionnaire method. The results were obtained from percentage method. The research findings reveal that service organizations follows best recruitment and selection process and they are satisfied with the organizational environment and the organization follows decent recruitment policy.

Recruitment is a very essential & critical part of every organization. Organizations need potential talented, experience, quality applicants to ensure the future success of the organization & also needed to play lead role in the industry. An effective recruitment or we can say right fit candidate on right job is the backbone of the organization without this balancing this we cannot get leading position in an competitive organization. Earlier it was the competitive age of technology improvement. Over a decade of period some fundamental changes has been emerged like technology advancement is almost comparatively slow or towards saturation as of now. Now day's companies are more

focusing on its manpower retention, Training & development, employee engagement, better working environment & liberty to take decision in the interest of organization generally it was not earlier. A skilled manpower or efficient managers can play a vital role in the organization to keep sustain the lead role in the market. It is must for organizations to manage the recruitment process professionally, rationally fairly as managers tries to influence the recruitment process. Customer relationship also plays a vital role about the organizations image for example the negative effect of poor customer relationship can create an negative image in mind of employees or prospective candidate for recruitment. So it is must to be handle all the stages of recruitment in a effective way because ultimately all the essential factors are deciding factors to decide a new company from a candidate point of view like successful Brand, Employee oriented, Growth factors, Leadership development. So we should also focus on the employer and employee relationship or we can say employee and employer relationship plays a vital role to keep sustain the employees in to the organization favour a longer period of time.

I. INTRODUCTION

Human Resource function is the backbone of & inevitable function of organizations. Among the best HR practices, recruitment is the basic and core function where employees are getting entry into the organizations. Recruitment is the process of searching prospective employees to apply for the job posting in the organizations. Selection is the process of choosing an appropriate applicant among the job applicants. After the completion of the recruitment process selection process starts. Recruitment is the positive side where as selection is the negative facet of HR practises. Many of the eminent scholars and researchers wrote that recruitment and selection policies should be decent or ethical for the organizations in order to sustain in the most competitive & advanced environment.

Recruitment is the very first step then after selection and placement comes in the entire employment process (Rao2010). Companies aim is to choose an appropriate and suitable candidate suitable for that particular job function. Recruitment is the activity performed by the HR department in the organizations. The recruitment process varies from one organization to others as per their actual need. According to Edwin B. Flippo recruitment is the process of attracting the candidates and making them to apply for the job. Recruitment process followed at many Indian organizations is by outlining the recruitment policy and then making the policy into action. Sources of the traditional recruitment are by employee referrals, job portals transfers and promotions, walk-in and by the advertisements in various agencies like newspapers. In the modern age of economy the recruitment process is drastically changed with the entry of social media. Many of the companies are following the online recruiting methods for attracting the prospective employees. There are many factors that affect recruitment process like

organization culture, working hours, facilities, perks, salary, welfare, brand image, good will, location and etc.

II. REVIEW OF LITERATURE

Selection is the secondary step in the course of human resource planning. Selection is the process of choosing the appropriate candidate which matches the candidate skills and the job requirements (**Bhattacharyya, 2010**).

Selection process will be lengthy & different approach for large organizations and will be wider for manufacturing organizations and it differs from one industry to other (**Venkatesh, 2008**).

According to the **Dale Yoder** selection means dividing the total job applicants into two classes as selected and not selected (**K.Aswathapa, 2007**). The selection process followed at service industries in Delhi NCR is like the selection procedure of scientific selection procedure. There are many factors that are to be considered while selecting a candidate those are like group discussions, employment background, referral background, interviews, medical tests and etc.

According to the **Burack (1985)** recruitment sources should be based on and closely linked to the organizational essential activities such as performance of employees, employee attrition/turnover, employee satisfaction, employee job satisfaction, employee needs and the commitment from the organization (**Burack, 1980**).

According to **Michael D. White and Glipsy Escobar (2008)**, Recruitment and selection practices are also very significant in the police department.

According to (**M.N.Malhotra, 2014**) (**Terpstra.D, 1996**), in the world and this paper shows the significance of seven issues relating to recruitment, selection and training practices in the organizations.

According to **Mohammed Nurul Absar (2012)**, says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms in Bangladesh (**M.M.Absar, 2012**).

Punita Jasrotia, (2003) explores that "The IT industry or any service industry being people-oriented, what differentiates the best from the rest the quality of human capital in every organization". While there is plenty of talent available, HR Managers faces the challenges to finding the talent as best fit candidate to be select for the better serve to his organization. Talented employees also want to retain themselves in companies who all are having a successful brand name. Apart of this leadership style, peoples development scope is also an inspiring factor to keep remain in the organization. In aforesaid those companies are also making impact on their pride & commitment feeling on their job. Even

also the employers have not made any significant efforts of improve their corporate image and that can play vital role to attract the best quality candidates from the market. However in this increasing competition or in increasing globalization companies are forced to think hundred times to make some fundamental changes towards their corporate , social employee oriented approach, people development even though now days a good corporate scheme launched by government “ Corporate Social Responsibility. We can say it creates the brand in the market or in other words it increases the value in market, reputation of the organization. It is also a notable point that the reputation of an organization has an direct link with career offer & corporate culture of existing company. Companies can decide their strategies for their branding by two way. First way of exercise is for the prospective & talent employees to attract from the market & existing potential employees to retain them. These two things are prime or key factors in the context of branding of an organization.

In first case, the employer branding initiatives are focused at building mindshare in potential or prospective recruits about the company as a preferred place of work. It can be in the preparation of communication through advertisements, third-party endorsements through the media, or going to campuses. Therefore, it is of much significance, through right branding the company can recruit the best talent and reinforce its position amongst its employees.

Julia Christensen Hughes and Evelina Rog(2008) has expresses that that Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This is the well-known fact & belief that Human resource is the vital & primary capital to gain a competitive advantage . It has its huge benefits like effectively implemented talent management strategy include improved Employee recruitment and retention rates, and enhanced employee engagement. And these outcomes resulted by the way of improved operational and financial performance. The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment. This article will be of very valuable to anybody to understand better about the talent management or to improve employee recruitment, retention and engagement.

Pallavi Srivastava and Jyotsna Bhatnagar(2008) describes in their study that talent management had become an area of increasing concern where there is a need for practicing due diligence in their recruitment strategy. In order to meet the demands for talent with a specific skill set in a given timeline, the organizations are adopting innovative recruitment practices to find the correct skill sets and competencies. It also suggested that organizations should make an effort to build, effective, practical and holistic talent strategies which not only able to attract talent but also address employee engagement and the retention of key skills which boosts the employee productivity and business performance. During talent acquisition, due diligence is required in assessing the person-organization fit and providing an enabling work environment to keep the talent

anchored to the organization.

Ahmad Yousef Areiqat, Tawfiq Abdelhadi, Hussien and Ahmad Al-Tarawneh (2010) describes that the process of recruiting potential and talented employee requires the best practice of human resources management in organization. We have to take utmost care while appointing a recruiter for potential & talented candidates. A recruiter should be very much cleared with the job description, key responsible areas, skillset needed in the candidates, qualification, experience pertaining to handle the current job. So new must understand start to build himself and his own talents, when this happens they can develop posture to help themselves in performing their tasks. This is because the recruiter does not take the time to actually get to know a person or even ask them what they are interested in, or what their goals are, or what sort of talents they even have. All they want is the sign up. The thrill of sign up is a rush for them.

These recruitment and selection process should be created in every sectors organizations for satisfying their organizational goals (**Nartey, 2012**).

Some of the research professionals and scholars say that there is a close linkage between the recruitment selection employee satisfaction organization performance and HR practises (**Gorter, 1996**).

In his paper Recruitment and Selection of public workers: An international compendium of modern trends and practises say that the importance of using technology in the recruitment and selection process for updating the organizational resources (**Hays, 2004**).

Ongori Henry and Temtime Z (2009) say that in their paper the recruitment and selection practises of the small and medium, service and manufacturing organizations and enable them to improve their Human Resource practices (**R.D.Omolo, 2012**).

French says that the importance of certain selection and recruitment activities in the organizations (**G.R.French, 2012**).

Among recruitment sources **Bernardin** say that internal source of recruitment is effective compared to the external source (**H.John, 2003**).

Decker & Cornelius say that compared to the traditional recruiting sources the modern sources like referrals, casual applicants and direct approaches will benefit at large (**L.Barclay, 1985**) (**Cappelli, 2001**).

Selection procedure also should be in application to the modern techniques (**M.Smith, 2001**).

The literature says that employers are doing the traditional method of recruiting rather than the modern technologies (**Schmidt, 1998**).

Chris Piotrowski and Terry Armstrong say that in their article that around all the organizations are using traditional recruitment sources and 30% of organizations are screening candidates honestly (Armstrong, 2006).

According to **SHRM (Society for Human Resource Management)** says that 15% joined in the organizations are placing false resume (**Gusdorf, 2008**).

According to **Fomunjong (2009)**, some of the employers select the candidates with discrimination was not supposed to be done in the organizations

According to **Ms. Ambika Verma(2009)** in their survey they researched on technology used in Recruitment ,scrutinizing tools & selection process for job aspirants, conducted in dimensions group. Researcher found that most companies implementing technology based on recruitment & selection tools to increase the efficiency, reduce costs, & maximize the applicants for better completion in selecting best candidate.

The meta- analysis of the research done by the **Champman, Uggersler, Carroll, Piasentin & Jones(2005)** concluded that timely response from human resource managers is closely linked to more applicants attraction to a job with organization.

According to **Robins**, in his analysis he revealed that “The Ideal & effective recruitment effort will attract a huge number of qualified applicants who will join the job if offered to him. So recruitment is a process to discovering the prospective applicants for actual organization`s vacancies.”

According to **Roberts (2005)** In his research title “Strategic HR Reviews 2004” states that an successful Recruitment & Selection policy can improve the organizations performances”

According to **Bwen, et Al(1991)** in his study analyzed that” Integrated Recruitment & selection processes helps recruiters to choose the candidates to fit the characteristics of an organization culture

According to **Beardwell, et al(2003)**, in his study he examined that “ Selection is carried out by organizations as a means of candidates potential and actual performances and their intake of employees will make the most appropriate contribution to organization - now and in future”

III. OBJECTIVES OF THE STUDY

To study and analyze the Recruitment and Selection process followed in Service Sector Industries in Delhi NCR.

- 1- To analyze the satisfactory level of the employees about Recruitment and Selection procedure of an organization.

- 2- To study recruitment and selection methods Service Sector Industries in Delhi NCR.

IV. SCOPE OF THE STUDY

The present study or research is limited to analysis the recruitment and selection process followed at Service Sector Industries in Delhi NCR. The study reveals the recruitment and selection process followed in the Service Sector Industries in Delhi NCR-

- 1- Whether employees are happy with the recruitment process?
- 2- Is the organization is providing ethical recruitment process for recruiting employees?
- 3- The organizational study of Service Sector Industries in Delhi NCR as done with the study of recruitment and selection.

V. RESEARCH DESIGN

Research design is defined as the specification of methods and procedures for accruing the information needed. It is a plan of organization frame for doing the collection of data. Data which is required for the study is collected from both the primary and secondary source. Primary data was collected through survey method by distributing questionnaires to employees.

VI. LIMITATIONS OF THE STUDY

- 1- Collecting data properly from employees become difficulty due to the time constraint.
- 2- Busy schedule of the employees also effected to some extent.
- 3- There is a chance for bias in the information given by the respondents.
- 4- The study was based on sample hence results were not fully absolute.

VII. SUGGESTIONS

- 1- The management of organizations can increase its scope of requirements through advertisements and company can go for job fairs where people get to know about the openings.
- 2- They should also follow new selection techniques and methods for better recruitment.

- 3- The member of the selection committee should be well qualified and experienced people. So that the selection of the employee will be more effective.
- 4- For filling up vacancies recruitment process can be adopted more in the concerned.
- 5- It is suggested that the HR department should involve various departmental heads while recruiting an individual, because the departmental heads can analyze the technical knowledge relating to the job to the particular department.

VIII. FUTURE SCOPE OF RESEARCH

The study was based on the recruitment and selection practises but there is a scope to study other HR practises and overall organizational study not only in the service sector organizations in Delhi NCR but also considering the remaining manufacturing and service industries. Researchers may also find the linkage between the different HR practises with the recruitment and selection practises like organization performance, employee satisfaction etc. Researchers may also find the online recruitment sources followed in the organizations and also the online screening of employees.

IX. CONCLUSION

The analysis was accompanied among the employees of service sectors organizations covering 300 respondents. The data was composed through the means of questionnaire and the data was classified and evaluated carefully by all possible means. From the analysis report, it has been found that the most of the employees in the company were satisfied but changes are also required inevitably according to the changing scenario of recruitment process that has a great impact on working of the company as a fresh blood, new idea enters in the company. Selection process is also decent and the enterprise's recruitment, human resource department is doing well in placing the candidates and filling the job vacancies for all levels of positions. Some of the suggestions were mentioned to enhance the organizational policies, strategies, procedures and process.

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